

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Alternative Working Hours

FROM:

 C/HRPS
1012 Ames

EXTENSION

NO.

DATE

27 October 1983

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.
DD/PA&E
1006 Ames

2.

3.
ExO/OP
5E-58 Hqtrs.

4.

5.
DD/OP
5E-58 Hqtrs.

6.

7.
D/OP
5E-58 Hqtrs.

8.

9.

10.

11.

12.

13.

14.

15.

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Alternative Working Hours

FROM:

Robert W. Magee, D/OP
5E-58 Hqtrs.

EXTENSION

NO.

DATE

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Acting Deputy Director
for Administration
7D-24 Hqtrs.

2.

3.

4.

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11.

12.

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14.

15.

25X1

SECRET

MEMORANDUM FOR: Deputy Director for Administration

FROM: Robert W. Magee
Director of Personnel

SUBJECT: Alternative Working Hours Study

REFERENCE: Memo from DDA to D/PERS dated 2 August 1983,
same subject

1. This memo submits four alternative shift schedules to manage the increased vehicular traffic associated with the planned expansion of the headquarters complex in FY 1988. All of the shifts proposed would allow 50 percent of the headquarters employees to travel at times other than the local peak traffic hours, namely 0730 to 0830 and 1630 to 1730, and will have varying but not undue impacts on the operational effectiveness of the Agency.

2. The Agency currently operates four staggered work shifts with starting times ranging from 0700 to 0830 in half-hour increments. If the traffic were equally distributed, then 25 percent would be expected for each shift. The shifts beginning at 0700 and 0730 closely approximate this distribution. A strong imbalance exists, however, among the 0800 and 0830 shifts, with only 11 percent starting at 0800 and 38 percent starting at 0830. Of headquarters area employees, currently 90.1 percent are on static tour, 2.3 percent on maxiflex 5/4-9, 6.9 percent on flexitour, and 0.7 percent are spread among other categories.

3. Several components in the Agency have employees working more unusual shifts than those noted above. These shifts represent an estimated three to four percent of those employees included in this study, and the data has been adjusted accordingly. The components having these employees include the OC Signal Center, LSD and P&PD in Logistics, CPAS, and the Office of Data Processing.

4. The four plans presented here illustrate the wide variety of schedules that meet the general requirement of helping to alleviate traffic congestion by bringing in most employees before the rush hour. The actual implementation of any schedule would obviously have to be flexible enough to adjust to the specific concerns of the directorates, offices, and employees themselves. All of the schedules arrange work shifts by directorate. The plans are:

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5. In summary, a four-day workweek would result in the least traffic congestion of all the plans considered. It directly decreases traffic by 20 percent and has the additional benefit of shifting the Agency traffic flow to before and after the rush hours due to the longer workday. The standard shift plan, however, provides the least disruption from current practices while still satisfying the primary objective.

Robert W. Magee

Attachments:

- 1 - Assumptions
- 2 - Ranking of Alternative Shifts
- 3 - Alternative Work Shifts
- 4 - Unusual Shift Requirements

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Distribution:

Original & 1 - Addressee

1 - D/OP

1 - C/OL/BPS

1 - PMCD

~~1~~ - Chrono

1 - Stayback

25X1

jmr (27OCTOBER1983)

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ATTACHMENT
1

ASSUMPTIONS

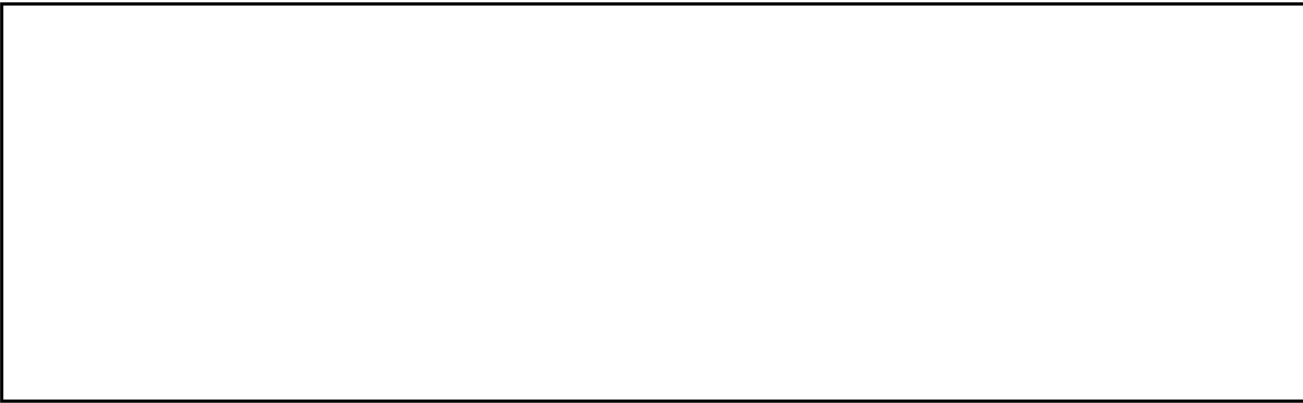
1. Assume directorate manpower strengths will be as projected.
2. Assume number of vehicles dropping off passengers and then leaving compound is not significant to traffic congestion.
- 25X1 3. Assume ratio vehicles per one percent of population remains constant (this ratio inferred from OL study).
- 25X1 4. Assume parking spaces available in FY 1988.
5. Assume local peak traffic hours will remain 0730 - 0830 and 1630 - 1730, therefore: employees starting work at 0730 or before arrive before the morning rush hour; employees leaving work at 1730 or later depart after the evening rush hour.
6. A 5/4-9 schedule reduces traffic (and workforce) by ten percent each day if the day off is equally distributed during the bi-week period (best case).
7. A four-day schedule reduces traffic (and workforce) by 20 percent each day if the day off is equally distributed during the week (best case).
8. Obvious concern that adequate public transportation will be available.

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RANKING OF ALTERNATIVE WORK SHIFTS



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Next 1 Page(s) In Document Exempt

83-1732

2 AUG 1983

5/2000
13-2499

MEMORANDUM FOR: Director of Personnel

FROM: Harry E. Fitzwater
Deputy Director for Administration

SUBJECT: Proposed Study of Alternative Working Hours

1. As you are aware, one of the key constraints on the new building program is the limited capacity of the local highways. To accommodate the increased vehicular traffic associated with the planned expansion, we have agreed to pursue a principle called traffic management that will make it possible to accommodate more vehicles without the necessity for drastic expansion of local roads. One aspect of this approach requires the Agency to modify working hours in a way that will place a significant percentage of the Headquarters employees on the road during other than the local peak traffic hours, namely 7:30 to 8:30 a.m.

2. The development of alternative strategies for implementing this shift in Agency work habits could normally be delayed for another year. However, due to the community concerns raised over our ability and commitment to implement necessary changes, it is felt that now is the time to begin addressing the problem.

3. It is requested that your Office undertake a study of alternative Agency work hours to identify those that promise to meet our traffic management requirements without unduly impacting on the operational effectiveness of the Headquarters organization. Attached is an analysis contained in our Master Plan that may serve as a useful "strawman" or point of departure for the study. The model presumes that 50 percent of the Headquarters work force could be brought in before 7:30 a.m. How this would be implemented organizationally has not been addressed and is a major issue that we would like your office to address.

SUBJECT: Proposed Study of Alternative Working Hours

4. Members of the New Building Project Office and the Logistics Services Division of the Office of Logistics will be available to assist your representatives. [redacted] will act as the DDA focal point for further action and information as required.

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[redacted]
Harry E. Fitzwater
Deputy Director
for
Administration

Attachment